

The Oregonian

Portland's Bureau of Development Services Building \$800,000 Communications Team

*By Jessica Floum
November 10, 2017*

The Portland bureau charged with issuing building permits and enforcing city codes is on track to hire a nine-member communications team at a cost of as much as \$800,000.

At the behest of Commissioner Chloe Eudaly, the Portland City Council approved the final stages of that growth Wednesday. The council voted to devote \$200,000 in development fees to three new communications positions in the Bureau of Development Services, which she oversees.

Together, the nine positions will be paid primarily by fees, with about 5 percent of the funding coming from taxpayers. The team includes video production specialists, two graphic artists and two public information officers.

The bureau's public information manager, Dave Austin, said his department "desperately needs a new way of doing communications."

"We need it because we need to help the public better interface with the city," he said.

Builders in Portland have long bemoaned how slow and confusing it is to get a city permit, he said. The agency's web site is outdated and gives customers too little or inaccurate information, which in turn slows progress, Austin said. The new communications team, he said, will improve communication within the bureau and with other bureaus that also impact building requirements, he said. The intent is to help the public better understand how to get a permit and to improve efficiency, he said.

"This is about increasing the output, getting people through the system faster."

Mayoral spokesman Michael Cox said improving communication within the permitting bureau aligns with the mayor's vision for increasing housing supply and called Austin's effort "commendable."

Eudaly, who took office in January, originally hired Austin as her deputy chief of staff. He then served as interim director of the Office of Neighborhood Involvement before moving into the communications role. He draws a yearly salary of about \$124,000 as the development bureau's communication chief.

Since starting at the bureau in August, he's hired an assistant who's paid \$47,000 a year. He also hired a public information officer who makes \$83,000 a year. He already had a graphic designer who makes about \$60,000 on staff and plans to hire another.

The bureau was able to make those hires because it already had six communications positions, four of which were vacant, Austin said. Wednesday's council action adding three more positions authorized the bureau to spend \$810,000 a year for the nine employees.

The council cleared Austin to hire a second public information officer to improve communication with both the public and other city bureaus and a senior community outreach and information specialist to build bridges to underrepresented communities including immigrants and communities of color. They also greenlighted a video production specialist to make videos

for the bureau's website and to help train employees. Those positions could collectively cost as much as \$300,000.

He also plans to hire a second graphic designer and a second video production specialist. Together, the positions could cost \$180,000.

"With those increased efficiencies, these positions pay for themselves in a short period of time," Austin said. "When you streamline communications and make it broader to keep up with the times, it can only get better."

The City Budget Office recommended against adding those positions due to the "significant increase in administrative overhead."

"The continued enlargement of the communications team lacks the service level urgency of the other staffing needs," a budget report said.

"This seemed like a conversation that should happen during the budget process," City Budget Officer Andrew Scott said.

Austin previously worked as a reporter at The Oregonian/OregonLive and as communications director at Multnomah County before joining Eudaly's staff. He moved into a media relations role within the development bureau in part so Eudaly's office could make good on its promise to pay Austin the level of compensation it promised him when he joined her staff.

Eudaly's office is working to arrange for Austin to draw income from both bureaus Eudaly oversees and from the commissioner's office. The Portland Mercury first reported on this unconventional pay system.

The Oregonian/OregonLive asked Eudaly Thursday afternoon how the development service bureau's communications plan fit into her strategy for her two bureaus. She called the new communications team "vital." She declined to elaborate further, saying she was "extremely busy." She dismissed the need to explain the big boost in hiring, suggesting it was obvious.

NOTE: This story was updated by 2 p.m. on Nov. 10 to correct the salary of a public information officer and clarify when some communication positions were approved and filled. The update also clarified the proportion of the costs paid by taxpayers.

Have a Spare Apartment this Winter? Portland Officials Want You to House a Homeless Family

*By Molly Harbarger
November 10, 2017*

Local officials want landlords and property managers to come up with 40 rental units for homeless families in a "Home for the Holidays" campaign.

Portland Mayor Ted Wheeler and Multnomah County Chairwoman Deborah Kafoury plan to personally appeal to property owners and managers around the region to sell the idea. They hope to house 40 families who are currently in shelter by Jan. 15.

Multifamily NW, an apartment industry association that represents property agents throughout the region, committed to boosting the call throughout its networks.

In exchange, landlords will get publicly acknowledged for offering affordable housing to homeless families. The city and county will provide financial assistance to cover missed rent

payments, security deposits and move-in costs among other social services to make sure families are successful at staying in the apartment.

Officials are looking for units that have up to four bedrooms and are \$600 to \$1,600 per month. The families who would move in are working or have vouchers that would pay part of the rent.

According to the Joint Office of Homeless Services, a city-county agency, families remain in homeless shelters three times as long as they used to, because they can't find anywhere to use their housing vouchers.

Human Solutions, one of Portland's largest shelter operators, reported that families stayed an average of 23 days in a shelter three years ago. Now, it's 65 days.

There are 500 people in Human Solutions' family shelter this fall. That number grew from a previous record of 300 in August.

There are more than 4,000 homeless people in Multnomah County, according to a 2017 count. Officials and advocates only expect that to rise as the city's affordable housing crisis continues.

People who don't own properties can contribute by donating new or lightly used household items and furnishings to Community Warehouse, 3969 NE Martin Luther King Jr Blvd.

Willamette Week

Portland's Family Shelter Will No Longer Take Anyone Who Comes to Its Door

*By Rachel Monahan
November 10, 2017*

39 families are on the waitlist for the Portland family shelter as of Thursday.

For the last 20 months, families in Multnomah County have had a right to a roof over their head.

Since the Human Solutions Family Shelter opened its expanded, year-round shelter in February 2016 at a former vegan strip club, families could come whenever they needed shelter and stay till they found more permanent housing.

But roughly two weeks ago, the city-county Joint Office of Homeless Services put an end to its practice of sheltering anyone who asked for help. Instead, it is now placing some families on a wait list.

As of yesterday, there were 39 families on a wait list for shelter, officials tell WW. (Eight families facing domestic violence were admitted, however.)

The wait list is a new indication that the low-income Portland families are struggling to keep up with rent increases and that the county and city are struggling to address that crisis

City and county officials have said they aren't equipped to solve homelessness without a massive public investment from the federal government, along the lines of the Obama administration's effort to address veteran homelessness.

“Without that, our budget is just not big enough to answer the call for every homeless family that’s on the streets,” says Christian Gaston, policy and research director for County chair Deborah Kafoury. “And that is really frustrating.”

As WW first reported in September, the number of families in the shelter (or receiving motel vouchers) more than doubled in a four month period, hitting more than 300 on a given night for the first time in August.

Part of the problem, officials say, is that families are struggling to find housing while they stay at the shelter.

Families are now staying on average for 65 days before they move to find housing, data from the joint office show. Three years ago, that number was less than 23 days

The county instituted a screening policy in October after data suggested that out-of-towners might be moving to Portland for the shelter.

Further interviews with more than 100 families in shelter did not find a single person who moved to Oregon for shelter, according to Human Solutions. Instead, families were seeking jobs, or had friends and family here or moved back to their home state, says Andy Miller, executive director of Human Solutions.

And screening people seeking shelter did not halt the increases. The numbers swelled to nearly 500 people on one night, according to the Joint Office. That's more than three times the shelter's 133-person capacity.

The joint office decided to cut its losses, making the decision to spend limited resources on getting families into housing.

On average it costs roughly \$3,000 a month for a family of four to stay in a shelter and roughly half that to rent an apartment, says Miller.

If the city and county spend resources on the homeless shelter, that in turn means fewer of the resources can be spent to provide public assistance either for families in danger of not making the rent or for already homeless families that need help moving into a home.

County officials are seeking to find a new location for a winter shelter for families, so that no one is outside in the cold.

And on Monday, the joint office is launching a "Home for the Holidays" campaign aimed at moving 40 families out of shelter by Jan. 15, calling on private landlords to make units available to the families. Many of the families already have vouchers or private means to pay rent.

"Shelter was never developed as a place in which people actually live, [but] the problem is becoming permanent for too many families," says Miller. "The ability to locate and secure housing that folks can sustain is really the missing piece."

Regulators Allege Discrimination in Battle Over Sprinklers in Darcelle's XV and Silverado

*By Nigel Jaquiss
November 10, 2017*

The case has devolved into an argument over which agency is more concerned about the safety of LGBTQ clubgoers.

A long-running battle between the Oregon Building Codes Division and the city of Portland has devolved into an argument over which agency is more concerned about the safety of LGBTQ clubgoers.

The case entered a new phase last week when the city filed a motion asking a state administrative law judge to dismiss the state's case. At issue is who regulates sprinklers in Portland nightclubs.

Court documents show the state sent an investigator to the drag bar Darcelle's XV and to the gay strip club Silverado. (State investigators were anxious to prove their case that the city overstepped its authority with a 2013 ordinance requiring all nightclubs with capacity over 100 to install sprinklers.)

In its most recent filing, the state accused Portland of discriminating against LGBTQ patrons by not requiring sprinklers in those clubs.

"Nightclubs focused on LGBTQ patrons did not have the Ordinance enforced against them," the state argues. "[The city] is more concerned about the safety of some nightclub patrons than others."

In its Oct. 30 response, the city explained Darcelle's already had sprinklers when the ordinance passed and Silverado was in the process of installing them.

A hearing is scheduled for early December.

The Portland Mercury

City Council Just Approved \$12 Million in New Spending. Some High-Profile Items Didn't Make the Cut

By Dirk VanderHart

November 9, 2017

In plush times like these, the Portland City Council finds itself with millions to play with in November. This year, as the yearly "budget monitoring process" rolled around, the city had roughly \$12 million more than anticipated to spend as it would [PDF].

The money, officially earmarked by the council Wednesday morning, will go toward projects large and small. Since half of the surplus must be spent on infrastructure maintenance, nearly \$5 million will help replace a bridge on NE 42nd, and another million or so will safeguard the power supplies at the Justice Center and Portland Communications Center.

There's \$50,000 that will reimburse organizations that helped DACA recipients re-apply. Most controversial, there's nearly \$2 million set aside to let the police bureau hire 20 officers more than its approved staffing levels (the bureau says it needs to prepare for a wave of upcoming retirements).

Also of interest: After some brief negotiations, the city agreed to pour \$1.9 million more into the county's Joint Office of Homeless Services—cash that will go toward permanent shelter and next year's homeless count.

But there were losers, too. Three relatively high-profile items that looked like they might get cash during the BMP weren't part of the equation when all was said and done.

- Bathrooms for the homeless: As we reported last month, Mayor Ted Wheeler signaled an interest in using BMP money to fund two restroom trailers for homeless people in Southeast Portland. Wheeler included a request of \$100,000 that would've helped pay for a six-month pilot of that program, designed to both eliminate human waste on the city's byways and serve people with very limited access to restrooms. Wheeler's spokesperson

Michael Cox tells the Mercury that Wheeler will try to fund the project with contributions from the private sector.

- More funding for campsite sweeps: The mayor's final package also left out a \$150,000 request to pay for the unprecedented campsite cleanups that have begun under Wheeler's watch. The city has quadrupled the number of contract workers it pays to clear camps deemed problematic, and earlier this year engaged in an effort officials compared to last year's mammoth cleanup of camps along the Springwater Corridor multi-use path. As a result, there's been concern the city will run dry of cleanup cash before the year is out.
- Deputy police chief: As the Mercury first reported, new Police Chief Danielle Outlaw is looking for a second in command. As part of an arrangement she worked out while accepting the chief job, she's convinced City Hall that she needs a deputy to deal with the bureau's three assistant chiefs. The theory is that this will allow Outlaw to focus on big-picture strategies for the bureau, and that notion has some interesting support. Both Portland Copwatch and the director of the Independent Police Review have shown support for a deputy chief. But a \$347,000 request that would pay for the new position, an administrative assistant for the deputy chief, and a take-home vehicle didn't make the cut in the BMP. The city will instead make the police bureau find funding for the job. Spokesperson Sgt. Chris Burley says that won't hinder plans. "The Police Bureau has the authority to create the position and will fund the position with salary from positions that are currently vacant," he says.

The Daily Journal of Commerce

City Council Rejects Appeal of Block 290 Approval

*By Kent Hohlfeld
November 9, 2017*

The Block 290 project at 1417 N.W. 20th Ave. finally has a green light from the city of Portland, allowing construction to start. The City Council on Wednesday finalized a previous 4-1 vote denying the Northwest District Association's appeal of the Portland Design Commission's unanimous approval of the project.

Commissioner Amanda Fritz cast the council's lone dissenting vote.

"As I have said, I don't support this and would have rather upheld the appeal," she said.

The council did add one condition: the developers must consult with the Regional Arts and Culture Council regarding inclusion of art at both the private development and an adjacent park.

Development of Guardian Real Estate Services' project has now dragged on for more than two years.

LRS Architects' design calls for a mix of luxury and market-rate residential units on top of ground-floor retail space. The development will also include below-grade parking, a public square and a roof terrace.

The plans call for a horseshoe design with elevations ranging from 57 to 70 feet.

The neighborhood association has contended that the project didn't meet requirements set forth in the Con-way master plan. Of particular concern was a public square that designers claim will measure 16,008 square feet and be able to comfortably hold 50 to 100 people at once.

The neighborhood association believes the size of the square is exaggerated and doesn't meet requirements set forth in the master plan.

Much of the debate during the City Council's original hearing on Oct. 12 centered on the need for housing and whether mostly market-rate and luxury units would significantly help alleviate the lack of housing in the city.

Ultimately, the majority of the council deferred to the judgment of the Design Commission, which decided that the project met city guidelines and master plan requirements.

Foreseeing a District Greater than Entertainment

By Chuck Slothower

November 10, 2017

A group of business, civic and philanthropic leaders are proposing a long-term plan to remake the Rose Quarter by reintroducing housing, a street grid and open space into the Northeast Portland entertainment district.

Members of an informal group are pushing what they call the "Albina Vision." The group set out to reimagine the Rose Quarter, assuming only that the Moda Center and Veterans Memorial Coliseum would remain as anchors in the area. Everything else was subject to possible changes.

The group is presenting an early-stage conceptual plan to public officials, business leaders, community groups and media organizations. It imagines a sweeping future vision for the Rose Quarter that better integrates the 90-acre area into surrounding neighborhoods.

Urbanists have long complained that the Rose Quarter functions as an island that's largely removed from the rest of Portland. On nights when there are no events such as a Portland Trail Blazers or Winterhawks game, or a big-ticket concert, the area can be empty and lifeless.

"It's severed from the communities around it by infrastructure, and it lacks a 24-hour population," said Tom Cody, a developer who is part of the Albina Vision group. "There are no people there. It's basically designed to accept and release large numbers of people for events."

The capacity for development is potentially among the largest in the Portland-metro area.

"There's opportunity for 7 million square feet – or more – of new development," said Hennebery Eddy Architects President Tim Eddy, who is involved in the Albina Vision.

In part, the Albina Vision seeks to mitigate past wrongs. The area now home to the Rose Quarter was once part of Albina, a largely black neighborhood. Several blocks were razed as part of city-led urban renewal efforts. Homes, businesses and churches were destroyed.

The Rose Quarter also interrupted East Portland's street grid. The Albina Vision plans to restore some – but not all – of the grid.

"That grid was previously houses, it was apartment buildings, it was churches, it was commercial space," Eddy said. "It was a full working, living neighborhood community."

Apartments are a key piece of the Albina Vision. At present, there's only one low-income building on the northern periphery of the Rose Quarter.

"So one of the cornerstones of the plan is we bring housing – a lot of housing – and people on the full income spectrum deep into the district, and that will bring a heartbeat to a place that was separated from its people," Cody said.

The Albina Vision group was started by Rukaiyah Adams, chief investment officer of Meyer Memorial Trust and chairwoman of the Oregon Investment Council, and Jim Francesconi, vice president of public policy at Moda Health, and now includes about a dozen community leaders. Cody and Eddy quickly came on board, as did Zari Santner, a former director of Portland Parks and Recreation. Others include Gregg Kantor, the retired chief executive of NW Natural, and Michael Alexander, retired chief executive of the Urban League of Portland.

“We agreed that there needed to be a comprehensive look at development opportunities in that area,” Santner said.

The group hopes to put an overall plan in place before any large-scale development – such as a corporate campus – comes to the Rose Quarter.

It remains to be seen whether the group can persuade the major players, including city commissioners, the Portland Trail Blazers, Moda Health and others, to buy into their vision. But members said the mayor’s office and the Trail Blazers had given their blessing to investigate a large-scale vision for the Rose Quarter.

Much of the land in the area is owned either by the city of Portland or Trail Blazers owner Paul Allen’s Vulcan Inc.

Mayor Ted Wheeler said he’s had conversations with the Albina Vision group.

“I like a lot of elements of that package, including taking advantage of a reconnection in our grid system, and a focus on housing and a focus on rebuilding a community that was really torn asunder through urban development,” he said.

But, Wheeler added, the city is a long way from any formal plans to redevelop the Rose Quarter.

“At this point, we’re not really settling on – we’re way premature to say we’ve settled on any concept or idea around this development site,” he said. “There’s a lot of pre-work that still needs to happen. But I know those players. I have confidence in their vision. I support the premise behind their vision, and I’m glad that they’re engaging this conversation with us and the community at large.”

Trail Blazers spokesman Michael Lewellen said the organization had no comment on the Albina Vision.

“There’s nothing to say at this point,” he said.

Vulcan Inc. did not respond to a message seeking comment.

Albina Vision members are investigating possible governance structures to ensure their plan influences future development there. They’re looking to form a nonprofit governance group modeled after those in other cities, such as New York’s Battery Park City Authority, to oversee and guide development in the district.

The Albina Vision takes more ambitious steps than the city’s North/Northeast Quadrant Plan, which was a precursor to the city’s comprehensive plan that will take effect Jan. 1, 2018.

The Albina Vision envisions bulldozing existing parking garages and then constructing parking underground. The group is also looking into building large “lids” or “caps” – structures that would extend over Interstate Avenue and rail lines between Veterans Memorial Coliseum and the Willamette River. The caps would be covered in park-like open space, reaching the river.

“Nobody had a plan,” Eddy said. “So we created a plan.”

Ethan Seltzer, Portland State University professor emeritus of urban studies and planning, raised questions as to whether undergoing an expensive remake of the Rose Quarter should be a priority for Portland.

“If you really wanted to draw African-American families back into north-northeast Portland, what could you do with that money?” he said, suggesting new schools as one option.

Urban design isn’t the solution to every problem, Seltzer said.

“It all sounds great, but I’d be a little careful of the old saw: If your only tool is a hammer, all your problems look like nails,” he said. “Are we buying into something before there’s been an adequate explanation of the options?”

Reaction to the Albina Vision has been overwhelmingly positive, Santner said.

“We are very, very encouraged by the reception this is getting from various groups,” she said. “People like the idea.”

The Skanner

Constantin Severe Speaks

By Christen McCurdy

November 9, 2017

Police reform is at a crossroads in Portland.

The city just hired a new police chief – the first Black woman to serve in the position – after a nationwide search. Outlaw replaced Mike Marshman, the interim chief after Larry O’Dea retired after the revelation he had shot a friend in the back on an eastern Oregon camping trip.

And the settlement agreement the city reached with the federal government in 2012, after the Department of Justice found a pattern of excessive force against people with mental illness, faced an uncertain future. While attorney general Jeff Session has asked for a review of the DOJ consent decrees across the country, Mayor Ted Wheeler has asked the federal government to continue federal supervision of Portland police. The DOJ’s most recent report, issued in July, said the city was in partial compliance with most aspects of the agreement, but one of the key provisions – the creation of a citizens’ oversight advisory board – fell apart earlier this year when the board disbanded. This summer the city announced a plan to replace it with a new committee, but it’s not clear yet what that body will look like – or if it will even meet in public.

To get a sense of where Portland is and where it’s heading in terms of police reform, The Skanner sat down with Constantin Severe. He had served as Independent Police Review director since 2013, and has worked for IPR – a city agency that provides independent, civilian oversight of the bureau – since 2008. The day before the interview, IPR released the full report on its investigation of former chief O’Dea.

THE SKANNER NEWS: Your assistant director, Rachel Mortimer, was quoted saying she felt [Capt. Derek] Rodrigues was disproportionately disciplined. (Rodrigues will be suspended with two days’ pay, where three assistant chiefs implicated in the investigation were cleared.) Where do you land on that?

CONSTANTIN SEVERE: Given that some of that stuff is still outstanding, I can't really talk about it, other than put anything that we wrote in the file. Anybody that got disciplined, they still have their appeal right. It's still ongoing.

TSN: So where would you say the police bureau is right now, in terms of reform?

CS: Prior to the existence of the settlement agreement, we were basically at the complaint intake point, and we would forward the complaint to the investigator. The Department of Justice caused the city to focus on reforming the police bureau and put serious resources toward it. Before the settlement, there's no way IPR would have been able to do an investigation of the chief of police. Our code didn't really allow a streamlined way of interviewing police bureau members. We've gotten additional authority under the settlement agreement.

The cost of the settlement agreement is it basically kind of locks in a particular structure to accountability. There are some people who feel that the community should be more involved in, let's say, the discipline of officers. In Oakland, recently they had a referendum on creating a police commission. That's not something envisioned within the settlement agreement. We would need the permission of the Department of Justice and the Portland Police Association to do something like that in the city of Portland. So there's a lot of things that until the settlement agreement conditions are met and the city's in substantial compliance, and we're done with the settlement agreement that we're just kind of locked into.

TSN: How are we doing in terms of compliance with the settlement specifically?

CS: There is a lot of work still to be done on the settlement agreement of just, one, complying with all the different provisions of the settlement agreement. The whole process around COAB, this has been a point where the city hasn't done all it needs to do. There are COAB members, particularly people I admire like Avel Gordly, saying, "You know, we were brought into the situation where we weren't provided adequate training. We have these real responsibilities but we're not given the tools or the mechanism to be able to effectively deal with that." I think there's a lot of trust to be built back on the city's end.

TSN: What are your biggest concerns about policing right now?

CS: The thing that we have to fight against in Portland is a sense of complacency. I think a lot of people feel that Portland is a very progressive place and we're not wherever. I'm from Miami, and that was one of the things when I first came here was, like, "Wow, this place is not like Miami – in very good ways." The thing is, we need to have a police accountability structure and a police bureau that meets our values and that we don't try to measure ourselves against wherever. Like, "Our schools are better than the schools of Mississippi." Well, we don't live in Mississippi. That's not our metric. Do we have the best school system that we in Portland, Oregon want? And the same goes for the police accountability structure.

TSN: What can the city do to be more transparent?

CS: On the policy stuff, the way I think IPR can help the community is to be engaged with the community, hear what are some of the issues that are bubbling up and see if we can do some policy work. Because the policy reviews, we can release that to the public once we're done. And we should. It's kind of enlightened self-interest. You make recommendation, and the recommendations are more likely to be implemented if the public is aware of it, the elected officials are aware of it, the public is invested enough to at least say something – even if it's just two, three people commenting at a city council meeting.

In terms of misconduct and just being more transparent, there's not really much the city can do. There needs to be a conversation on transparency at the state level – changing state laws, having a better balance. There might be certain cases where you kind of weigh them, and say, “That might need to be confidential.” But there's some that I don't know why they're confidential. We create this whole aura, this mystique of secrecy. If you could just show people, they would get it. There are different jurisdictions that have different states that they're in and different rules that apply to them. In Washington [state], you could look up any officer's internal affairs complaints. You can look up the actual complaints, and look up the records and all that. You drive across the river and it's not like that.

TSN: What kinds of complaints do you mostly see?

CS: In Portland, most officers get complaints about courtesy issues. “This officer used profanity, this officer was rude.” More often than not, it's just like interpersonal communications that just didn't go well. “I don't like the way this officer came off to me.” Sometimes there's deeper roots to those complaints – say if it's a White officer and an African American person.

One of the things about going to an accountability system as opposed to thinking in terms of misconduct, is that when you talk about misconduct, there's a binary choice. The officer did something wrong or he didn't do something wrong. There's a binary choice. There's a winner, there's a loser. Having a fully fledged accountability system, there are situations where the officer didn't do anything wrong so to speak, but there is value in the city understanding that particular community member's perspective. When you look at complaint statistics, African Americans make up like 20 percent of our complainants and 6 percent, 7 percent of the population (in Portland). That's true year to year. Asians are underrepresented among our complainants, Hispanics are underrepresented. In some other cities you'll see communities of color across the board file complaints at a higher rate. In Portland, a lot of times it's very specific to the African American community. Part of understanding that is understanding the history going back 50, 60 years, even to the founding of that state.

You really can't address that through misconduct investigations. But if you notice a trend of those type of complaints, that needs to be plugged into training. You can say, “How are you guys doing on providing training on interactions with people who are different from you?”

Most officers are college educated or at least have several years in the military. The police bureau generally is predominantly middle class, White and male. We have a city that is diversifying. The Portland that exists now is not going to be the same Portland that exists in 2030. We need to ask, how are we as a city equipping the police bureau and setting it up to be successful for a community that's going to be, probably, less White and possibly a lot more economically fragmented -- where the core of Portland is going to be very upper middle class, the wealthy, gentrified area and outer Portland is going to be much more communities of color? There's a lot of those types of questions that we really need to start having those kinds of conversations. It's already happening in some instances but I think will be much more stark, the differences going forward.